



CENTRE AGRO-ENTREPRISE
Mali Sustainable Economic Growth

**FINAL REPORT OF THE ROUND TABLE OF INVESTORS
OF THE AGRO-INDUSTRIAL SECTOR
Contract No. 624-C-00-98-00012-00**

Submitted to :
U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT

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INTRODUCTION

The proceedings of the Round Table of Investors of the Agro-industrial sector, organised under the CAE Project, were held under the chairmanship of Mr Mamadou Lamine Tounkara, President of the Chamber of Commerce and Industry of Mali.

At the opening of the meeting, Mr. Andrew Lambert, Project Director, after welcoming remarks to participants, defined the framework of the meeting :

- Advise and sensitize private operators on the potentials of the agro-business sector which are real and on the support that the CAE could provide to its clients,
- Discuss with them about the constraints of the sector in order to seek ways and means to lift them, to revitalise private investment in the sector from a precise knowledge of CAE's supports.

The President of the Chamber of Commerce and Industry of Mali, in his opening address, rejoiced over the fact that the CAE had chosen his Institution to chair and animate this important meeting.

He then congratulated Officers of the Center to have chosen agriculture and livestock as a channel for interventions, focusing his address on :

- The necessity to inform and sensitize sector investors on the potential and profits that private operators could make by choosing to invest in the agro-business sector ;
- The interest in taking advantage of the meeting to initiate franc and direct dialog with private sector people ;
- The necessity to examine all constraints which discourage private investors, without neglecting any ;
- The necessity to specify the areas in which they could benefit from Center support;
- The desire to know the role that should be played by private sector supervision agencies such as the Chamber of Commerce and Industry of Mali and the Permanent Conference of Chambers of Agriculture.

He concluded his address by recommending that these initiatives lead to concrete actions and follow-up.

The proceedings then focused on :

I. PRESENTATION OF THE CAE

Mr Andrew Lambert, Project Director defined, in a detailed presentation, not only the priority areas of activity of the Center, but also the entire set of activities carried out in the course of the past campaign.

He focused on the priority given to cereal processing and marketing activities, livestock, fruits and vegetables, as well as gathered products.

The search for competitiveness and quality of products is a priority domain as well.

II. PRESENTATION OF THE POTENTIAL AND CONSTRAINTS OF THE AGRO-BUSINESS SECTOR

Mr. Ibrahim Bocar BA gave an inventory of sector potential, constraints and ways and means to revitalize private investment. He stressed the difficulties in accessing funding, the lack of professionalism, and the improvement of the business environment.

We provide here a summary of the different discussions.

2.1 The potential of the Food and Agricultural Sector

They exist in all food and agricultural channels.

Participants brought other details on existing potential. The Office du Niger representative stressed indeed that in addition to rice, where yields could be as high as 6 tons per hectare, the Office offered possibilities for livestock and market gardening.

Another stakeholder talked about orchard trees the production of which could be developed and processed around Bamako, at Kenieba and in the region of Sikasso.

Finally, the shea nut the processing of which could serve in the manufacture of simple usage products, represents another wealth which needs to be used further.

Cereal Sector

Discussions focused on the potential of the Office du Niger in terms of rice farming, livestock, market gardening and the measures taken by leaders in order to facilitate access to land at the Office du Niger (1 million hectares of arable land, 6 tons of rice per hectare, very low production costs compared to other countries).

Livestock Sector

The importance of the Malian herd was pointed out by participants.

Fruits and Vegetables and Alternate Products

The following products : orchard trees around Bamako and in the region of Sikasso, shea butter and groundnuts were selected by participants as those products presenting high investment potential.

2.2 Constraints

The business environment

Participants put a stress on the necessity to improve the business environment which represents a major constraint to private investment.

In this respect, they pointed out the following weaknesses :

- Privatizations, the conditions of which had not been attractive in the past (case of Bamako Slaughterhouse, SUKALA, etc.)
- The remnants of monopolies which exist for a Company such as SUKALA, where the outdated equipment does not attract private investors.
- The lack of incentive measures, notably for cattle. Mali has not, according to certain participants, taken incentive measures to revitalize cattle exports, unlike Burkina-Faso during the 1994 devaluation.

Problems related to funding businesses

In this regard, they described actions already taken to identify potential sources of funding, taking into account the situation of target clients (clients with resources and clients without resources and without guarantee).

From travel made, it turns out that even the most fragile clients could, in certain cases, get some financial support, with a minimum (cooperative) organization.

The difficulties encountered at the level of banks were explained (lack of appropriate resources, quality of project, client situation, etc.).

Participants were also informed about reflections under way for the establishment of a guarantee fund. They insisted on the problems that businesses encounter in funding from the top or from the bottom of the book. These problems are related to :

- The inadequacy or lack of real capital or reserve funds proposed.
- The poor quality of the credit files submitted to the banks.
- The difficulties in banks' recovering debts from clients, a situation which has increased the bankers' wariness about the sector.
- The nature of commercial relations between importers and exporters (case of fruit exporters), places the exporter in a situation of inability to provide a sales contract to his banker given that the sale price is uncertain.

These problems led to an inadequate equipment of the sector and a decay of existing installations (case of SOMACO-SA and SUKALA).

III. PARTICIPANTS

The participants singled out the following difficulties :

The inadequacy, if not total lack of capital stock would block coverage of minimum needs for equipment. Likewise, the existing campaign credit needs are not satisfied by local banks.

On the other hand, the mode of payment of exports with the rapid repatriation of returns is not satisfactory. Cattle exporters, like those of fruits and vegetables do not have any guarantee of payment when delivering their products to exporters. This has led to seeking Center support for the negotiation of contracts.

Storage and conservation

The operators of the milk and cattle sector, like those of the fruits and vegetable sectors, insisted on the necessity to obtain supports in this area because of losses and shortfalls caused by this lack of storage capacity and cooperation.

Availability of land

Herders as well as gardeners have deplored the lack of grazing areas and land. In the gardening belt around Bamako, all the land had been distributed.

Cattle feed

Participants welcomed the initiative taken by the Chemonics Center as early as its first year of activity, to conduct studies aimed at establishing a cattle feed plant.

They wished to be informed about exit prices for the product, as access by herders is difficult because of their weak purchasing power. Answers were provided by Chemonics experts.

Certain participants advised that research activities be geared towards matters such as grass and millet stems, which would be cheaper to use. According to these same speakers, cattle feed should come as a complement to basic food.

Participants insisted on the necessity to intensify information and sensitization of economic operators. APEP has promised a financial contribution to that effect.

Special coverage for animal health

The herders' representative at Kayes expressed the wish that the Regions which need the most support should get the most coverage. He congratulated the CAE for support already provided to certain places.

Some participants believe that efforts should be made at improving animal health in order to improve the quality of meat and milk production.

The specific problem of milk in Bamako

Certain participants expressed their concerns over the decision made by Mali-Lait to suspend, from the end of November 1999 on, the purchasing of the local production, which is already sold at an already weak price (FCFA 200).

Because of conservation difficulties, there will be serious problems, they said.

Discussions over the matter have shown that this decision would constitute a violation by Mali-Lait of its contractual commitments at the time of its contract agreement. The President of the Chamber of Commerce and Industry of Mali has promised to address this issue when it is brought to him.

The operators in the sector asked the Center to conduct a study on the conservation of milk. The project Director has informed participants that milk was not a priority for the initial project. However, he promised to engage reflections over the issue.

The organization of different professions for the defense of their interest in order to face the challenges of integration

Participants insisted on the general lack of organization of professions in the sector. As a matter of fact, they believe that through better organization, they could make up a pressure group with significant audience. The discussions also focused on the border market with neighbouring countries whose lack of organization hurts the interests of private operators and those of the country.

On the other hand, with the prospect of the total lifting of tariff barriers and the implementation of the Common External Tariff (TEC) in the year 2000, and globalization, participants expressed a desire for Center support to face the new requirements (product competitiveness, quality, professionalism, profitable outlets, etc.).

The Director of the Center explained that his agency would put a stress on the competitive aspect and quality of products.

Partnership and the search for outlets

Participants wish to get Center support for receiving from foreign partners some technical and financial support under the partnership. They approved of the actions engaged for the case of the mango in England. They wished that explorations be conducted toward other countries such as Ghana, Guinea, etc.

Following these discussions of the items on the agenda, the Director of the Center and the technical team brought explanations on key issues.

Participants also noted:

- The inadequacy of managerial capacity and agro-business operators' management
- The lack of professionalism on the part of most operators.

Infrastructures

Participants noted :

- The high cost of production factors such as energy and the frequent power failures which increase production costs ;
- The weak level of storage and conservation infrastructures : this problem is particularly serious for fruits and vegetables, milk and red meat ;
- The high cost of transport because of the poor condition of roads and the existence of monopolies in certain sectors.

The State

Participants deplored :

- The inadequate procedures of privatization because of bureaucratic red tape (case of cold slaughterhouses and SUKALA). Privatizations only involve businesses which are not profitable and without any accompanying measures for the future taker.
- The legal and judiciary environment is not favourable to business development.
- The practices of the state which discourage investment in the agro-business sector (case of bureaucratic red tape at the borders).
- The lack of genuine Government policy aimed at developing the livestock sector (destruction of grazing land, distribution of all land, lack of rules and regulations on the matter), like countries such as Burkina Faso.

Market problems

Participants raised the following points :

- The availability of commercial information
- The difficulties in selling milk and the low price of milk, as well as the decision made by Mali-Lait not to buy any longer the local milk from the end of november 1999 on.
- The difficult upholding of international norms which are very strict and which rule out many exporters from competition in international markets.

IV. THE LIMITS OF CHEMONICS SUPPORT

The Project Director explained that the resources of the Project as well as its goal would not enable it to fund everything. However, if interesting ideas are put forth, he would be ready to examine them and propose that they be taken into account.

He also pointed out that the shea nut interested the Project and that the case of orchard trees and milk will be studied. CAE is also interested in animal health.

V. THE CONCLUSIONS

At the end of this clarifications, participants wished that the conclusions and recommendations be monitored, without it being necessary to create a formal framework. Private operators such as supervision structures of the private sector will keep in touch with Chemonics, which will do likewise.

At the closing of the Round Table, the Director of the Center rejoiced over the atmosphere of discussions, of the quality of comments and wished that there be close cooperation with the private sector in order to increase investments for the benefit of the agro-business sector.

The President of the Chamber of Commerce and Industry of Mali on his part insisted on the necessity of carrying out concrete actions so that many processing units could be established and exports could be developed. Thus, the CAE could reach its objectives, namely the promotion of sustainable economic growth in Mali at the root of its creation.

VI. RECOMMENDATIONS

The following recommendations were made per sector :

6.1 Livestock Sector

With respect to the feasibility study of a cattle feed production unit, initiated by the Center, the participants suggested to the CAE:

- To analyze the causes for the failure of cattle feed production units which existed.
- To take into account the competitive character of cattle feed which will be manufactured (estimation of unit cost price) over cattle feed at Huicoma.
- To take into account the buying power of herders in the determination of sales prices.
- To conduct a study aimed at determining if cotton grains are more useful for the herder than maize.
- Incorporate local raw material in order to reduce the cost of cattle feed.
- Determine the possibility of using cheaper equipment which could produce for example cheaper feed (bundles of straw, stem powder).

As far as the other elements of the sector are concerned, participants requested :

- A study conducted by the CAE, in order to determine the most appropriate structure for the management of feed as participants believe that the managing structures are not fully satisfactory.
- A strong involvement of the Center in animal health, in order to improve the quality of meat and milk production.
- A strong involvement of the Center in the reinforcement of professional associations, so that the management of slaughterhouses or cattle markets be entrusted to these associations instead of non-professionals.
- Consider the possibility of a study by the Center on herders, which could lead to a concrete solution of problems of conservation and commercialization of milk.
- Conduct a feasibility study of a cold chain which would help export red meat towards countries such as Gabon, Ghana and Liberia.
- Conduct a study on the cattle marketing sector.

6.2 Grain Sector

Given the imported quantities of wheat and the potentials of the region of Timbuktu, certain participants asked that the Center take interest in wheat.

6.3 Fruits and Vegetables Sector

The following recommendations were made :

- Feasibility study of a fruit juice processing unit
- Feasibility study of a ginger ale processing unit
- Study of a vegetable oil channel which looks like a profitable channel.

In addition to these recommendations per channel, other proposals were made by participants, including :

- A stronger involvement of private sector actors through the constitution of pressure groups.
- The encouragement of a partnership spirit and self-help among operators.
- A stronger involvement of the CAE in the emergence of joint ventures in the agro-business sector with professional partnerships.
- A better organization of the business community.
- A better coordination of the actions of different support structures in order to avoid carrying out redundant studies.
- A guarantee by the CAE of export operations by agro-businessmen carried out with foreign partners.

With respect to these different recommendations, we believe that the following activities may be conducted by the CAE.

VII. ACTIVITIES TO BE CONDUCTED BY THE CAE

- Identify a promoter and hire a consultant for a feasibility study of a production unit of drugs, given the size of the herd and the volume of drug imports (7 billion FCFA).
- Organization of test operations on onion for the Ivorian market by involving in this test Ivorian importers and Malian onion exporters given the importance of the Ivorian market (7 billion FCFA).
- Make a summary of all studies already carried out in the milk sector : depending on the results of such study, consider the possibility of conducting a study on marketing and conservation of milk. It should be noted that milk is not a priority product for the Center.
- Pursuit of management training of fruit and vegetable exporters and other promoters.
- Training on quality themes.
- Support in the development of bankable business plans.
- Study of the potential of the vegetable sector, mainly as that concerns shea (karitea) and groundnut.
- Conduct a survey on the feed manufacturing units which already existed and explain the reasons of their failure and insert them in the ongoing study.
- Organize test operations with the entire logistics (cold chain) of an export test of red meat toward Ghana, Gabon and Liberia.

VIII. CAE's RESPONSES

With respect to certain questions, notably on Milk, Animal Health and the Office du Niger, here are CAE's response items :

8.1 Animal Health

The control and follow up of the main animal diseases are a key element in ensuring an increase of the national productivity of animals and poultry. As a member of the OIE, Mali has adequate sanitary norms with an operational vaccine production infrastructure, a diagnostic capacity and trained veterinarians.

USAID has already invested for over 25 years in the development of the Central Veterinary Laboratory (CVL) and in the support for the privatization of the veterinary profession. Nowadays, the laboratory is the only of its kind in West Africa to be capable of producing a large range of quality animal vaccines.

However, the organization of veterinary service remains to be defined and consolidated. With the implementation of privatization, government and private veterinarians seek to position themselves in a favorable situation and for the time being there is no clear definition of the role and responsibility of all stakeholders (veterinary doctors, nurses, vaccinators) in the animal health field. In addition, in the field, the distribution of sanitary monitoring responsibility remains to be implemented on a daily basis. In spite of all this, there is no solid evidence of an epizootic threat to animal health, except perhaps for foot-and-mouth disease.

Nevertheless, with the non clarification of the roles of the two veterinary groups (private and government), one might presume that veterinary services need to be functionally reinforced. The bulk of efforts must bear on a better sanitary protection of animals and poultry in Mali, while guaranteeing internationally recognized veterinary health norms.

This would enable economic operators in the sector to assure and/or enter new domestic markets and animal product export markets. This is the responsibility of government services in charge of the development of the sector and the veterinary profession itself.

8.2 Milk Production

The scattered Malian herd, the difficulty in ensuring a regular supply, of having adequate feed and the problem of conservation of fresh milk, involve limits to increasing local production in order to satisfy the needs of a growing population.

Mali's supply of milk products depends to a very large extent on imports. The milk production systems are relatively recent and not well developed. They are concentrated around urban centers and are used by herders, agriculturalists, traders and civil servants. The development of this production system is strongly dependent upon the integration of marketing channels, most of which are of an informal kind.

In Bamako, local production represents only a very small share of consumption and there is great diversity in production systems, from the traditional type to the raising of mixed-breeds with dairy species imported.

In 1996, imports represented 77.4 million liters of milk and considering the same level in 1998 with an increase of 10% for uncontrolled imports, total imports would amount to 85 millions liters of milk equivalent. It is thought that most imported dairy products are consumed in urban areas.

National milk production is estimated at 570 millions liters per year, but the recently marketed production has been estimated at about 8 %, i.e., 46 millions liters. Auto-consumption, essentially in rural areas, would be 525 millions liters for a population estimated at 6.8 millions consumers.

As a matter of fact, milk product imports represent only about 13% of the national consumption and cost FCFA 11 billion in hard currency. This expense represents about 15%

of the estimated value of the national production and 13% of the total value of dairy products of any origin.

The purchase price of dairy produce is between 150 and 200 francs and the sale price after processing varies between 325 and 350 francs. Without detailed information over the “approach” costs, inputs and processing, it seems nevertheless that the recovery of values for reconstituted milk based products suggests that the market may well have found a balance between products from these two sources (imported and local).

Overall, the following problems limit the development of milk sale :

- Storage of milk on production site
- Collection and processing at plant
- Distribution to consumers
- Strong seasonal character of production (food problem).

The KIT team (Royal Tropical Institute) which has just completed a strategic orientation study of the support of the European Union to Mali in the livestock sub-sector has concluded that the interventions in the milk sector are not currently a priority. Nevertheless, development actions of a dynamic market of food inputs for dairy farming, would respond to the technical efficiency needs of the dairy sub-sector.

At this moment, CAE is responding to such constraint.

8.3 The Office du Niger

Under a partnership research context, the Center and the Office have already initiated meetings in the course of which resolutions were made, namely :

- Install “huskers” and “riddlers” in the areas of the Office for processing tests of quality rice ;
- Provide the Bakore Sylla Manufacturing Plant with higher performance production means ;
- Ensure Office farmers’ support personnel training ;
- Ensure training for farmers’ organizations and farmers’ family structures in business management.

But given the commitments required by participants from CAE, notably those listed above, the CAE reminds participants about their commitments or again the expectations of the CAE from participants, including :

- The development and presentation of concrete investment projects ;
- The interest of agro-businessmen in business and quality management training ;
- The search and acceptance of joint ventures as partnership means;
- Better use of commercial information and existing opportunities of establishing contacts at CAE.

IX THE MONITORING OF CONCLUSIONS AND RECOMMENDATIONS

Follow-up questionnaire

In order to maintain contacts with its partners and investors in the sector, CAE has administered a questionnaire at the end of the Round Table, the analysis of which will facilitate handling of certain concerns to the extent possible. However, it should be pointed out that these questionnaires had to be filled and returned to the CAE within the shortest deadlines. CAE is eagerly waiting to receive them in order to process them and will later advise about the results and about its position.

In conclusion, we take upon us once more to remind you that you could have readily at CAE the following documents:

- The range of all services provided by the Center,
- Our leaflet,
- Our product sheets.

ANNEXES

ANNEX A

**LIST OF PARTICIPANTS AT THE ROUND TABLE OF INVESTORS OF THE
AGRO-BUSINESS SETOR**

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ANNEX B

SPEECH DELIVERED BY THE PRESIDENT OF THE CHAMBER OF COMMERCE AND INDUSTRY OF MALI

SPEECH DELIVERED BY MR MAMADOU L. TOUNKARA PRESIDENT OF THE CHAMBER OF COMMERCE AND INDUSTRY OF MALI

AT THE OPENING OF THE ROUND TABLE OF INVESTORS OF THE AGRO-BUSINESS SECTOR

Mr Director of USAID, Mali
Mr Director of the Agro-Enterprise Center ,
Ladies and Gentlemen, Representing the Private Sector Supervision Agencies
Ladies and Gentlemen, Economic Representatives,
Ladies and Gentlemen Economic Operators
Dear Experts,
Ladies and Gentlemen,

The Chamber of Commerce and Industry of Mali and the Malian economic operators, by my voice express joy over participation in this round table of agro-business investors.

Identifying our institution together with the Permanent Assembly of Chambers of Agriculture as capable of playing a key role in order to incite economic operators to invest more in the agro-business sector is a particular honor to us.

At the same time, this initiative puts on us a responsibility the significance of which I am aware. It could not be otherwise at a time when the private sector is requested to be the engine of the economy.

Dear Director of the Chemonics Center, by taking the initiative to visit us and explain the objectives of your project the actions of which focus on the processing and commercialization of grain, livestock, alternative products (fruits and vegetables and harvested products) and to actively involve us today in the organization of this round table, you are demonstrating, if need be, your will to collaborate closely with the private sector for the success of the project.

Please let me tell you that by choosing this channel, you were not mistaken, as agriculture and livestock offer without doubt an important potential for private investment.

This is first of all a sector inadequately used given the scope of its wealth, and then, this is an area where private investment is at its beginning, particularly as far as processing is concerned.

Unfortunately, one need not only have potential, but one also needs to develop them and make profits.

Economic operators need to be better informed, to be shown the profits they could make from investment which always constitutes a potential financial risk.

This is the goal of this round table the purpose of which is precisely to inform and sensitize potential investors in the agro-business sector.

This meeting must be built upon to:

- Establish dialog with a target category of economic operators, by proceeding first to an inventory of sector potentials
- In this diagnosis, there should not be any second thoughts about presenting businesses operating in the sector with their successes but also with their failures in order to draw the necessary lessons.

I know in advance that the issues of funding, business environment and investment and human resources, will have be placed high on the agenda in your discussions.

This round table must be an opportunity to highlight the problems encountered by private investors without neglecting any, and to propose viable solutions.

What accompanying role must the Chamber of Commerce and Industry of Mali and the Permanent Assembly of Chambers of Agriculture of Mali play ?

The follow-up of recommendations of the table must be an essential requirement without being too formalistic.

The Chamber of Commerce and Industry of Mali, with its national representation and the scope of its network, is ready to collaborate with the Chemonics Center for the success of its mission.

Moreover, the objectives of the Chemonics Center which are part and parcel of USAID's sustainable growth strategy for Mali coincide with the missions assigned to the Chamber. In this period of economic integration under sub-regional groupings such as UEMOA, ECOWAS, without losing sight of globalization at the world level, Mali needs more than ever to promote its potential, to have more added value and professionalism to meet the challenge of development particularly in this precise area where our country has proven comparative advantages.

This round table, I hope, will promote direct and frank dialog on constraints so that the economic operator could draw advantage from profits, and more actively contribute to the industrialization of the country and the steadiness of its commercial balance.

Wishing full success to the round table.

Thank you.

ANNEX C

FOLLOW-UP QUESTIONNAIRE FOR PARTICIPANTS TO FILL

QUESTIONNAIRE

Round Table of Investors - Nov 18, 1999

Full Name and Address _____

In what business area are you active? _____

What are your investment prospects in the food and agricultural sectors in the next 3 years?

Specify the types of activities involved _____

Do you intend to seek partners/shareholders in the meantime ?

Please enumerate the main environmental constraints which you need to anticipate.

What technical advice supports do you expect from Chemonics in order to facilitate the marketing of your strategy ?

Other comments and suggestions to Chemonics to increase value added in food and agriculture.

ANNEXE D

LE GROUPE ACHCAR

Les Activités :

Le Groupe Achcar est un important complexe agro-alimentaire et de commerce dont le début des activités au Mali remonte aux années 1930.

Il est dirigé par un homme de formation HEC d'une grande expérience dans le négoce international et dans les activités du secteur de l'agro-alimentaire.

Les facteurs de blocage du secteur :

Après avoir relaté toutes les veines tentatives avec des partenaires indiens pour obtenir des liens et s'engager dans la production du riz avec 5 000 ha dans la Zone Office du Niger et l'intéressé estime que le développement du secteur par des privés passe par :

1°) - Le manque d'une définition des métiers :

Il sera difficile pour un opérateur comme lui d'être producteur de riz ou de blé.

Il voudrait mieux s'appuyer pour la production sur des Groupements de paysans organisés et des cultivateurs. Pour accroître la production, on pourrait recourir à l'appui des Chambres d'Agriculture des pays développer pour accompagner les initiatives locales avec le support de Gouvernement.

Si d'aventure des commerçants doivent s'engager dans les activités de production, il faudrait que ce soit des opérateurs venant des régions dont ils connaissent la culture et les mentalités.

2°) - Le découragement des initiatives par l'administration :

D'expérience, il est que des initiatives privées ne soient pas encouragées, même si des progrès sont constatés actuellement (ex : cas de recherche non concluante de 5 000 ha dans la Zone Office du Niger).

3°) - Les incitations :

Sans incitation par la presse, les avantages que le privé peut tirer de la Zone Office du Niger, Blé, Diré et actions soutenus des Chambres d'Agriculture, de Commerce, il sera difficile de diriger les investisseurs privés dans l'agriculture.

Il pense que le Code Communautaire de l'UEMOA en gestation commun la Nouvelle Réforme fiscale posent des problèmes.

La nouvelle Réforme fiscale pénalise les expatriés à travers l'ITS (Impôts sur les Traitements et Salaires).

La TVA aurait gagné à être différenciée comme en Côte d’Ivoire, qui applique un taux déduit de 10 % pour les produits de première nécessité au lieu d’un taux unique de 18 %.

Monsieur Gérard Achcar sera absent lors de la Table Ronde. Il sera représenté par une Responsable du Groupe : Madame KEITA.

ANNEXE E

LA SOCIETE COMALIM-SA (Monsieur Hamadoun SYLLA)

Activités :

Monsieur Hamadaou SYLLA est un cadre de haut niveau qui dirige la Société COMALIM. De création récente, COMALIM opère dans l'agro-alimentaire par la fabrication des Cubes Maggi avec un chiffre d'affaires de 3 Milliards de FCFA environ.

Obstacles au développement du secteur :

Selon Monsieur SYLLA, les obstacles s'ordonnent notamment autour des points suivants :

1°) - La formation :

Il pense que le problème de la formation revêt une importance capitale dans ce secteur.

2°) - L'équipement :

Les entreprises ont besoin de s'équiper pour être plus performantes.

3°) - Le Financement :

Les entreprises sont le plus souvent confrontées aux difficultés de financement à moyen et long terme et aussi de trésorerie.

4°) - Les Centres d'intérêt :

Monsieur SYLLA souhaite bénéficier de l'assistance du Centre dans deux (2) domaines : celui de la formation et celui de la qualité à partir des expériences américaines et asiatiques.

Il confirme sa participation personnelle à la Table Ronde.